



**Five Hills
Health Region**

Healthy People – Healthy Communities

**2013-14
Five Hills Health Region
Strategic Plan**



We are pleased to present the Five Hills Health Region's Strategic Plan for the 2013-14 fiscal year. Our strategic plan, in conjunction with our Vision, Mission and Values will set a clear sense of direction for our leadership team, staff and physicians as we provide health services to our customers and their families.

Many sources were involved in the development of this strategic plan, including the Saskatchewan Ministry of Health, the Patient First Review, Accreditation Canada, Health Quality Council, Community Consultations, Customer Feedback and Staff and Physicians of the Five Hills Health Region.

Strategy Deployment in the Saskatchewan Health Care System

The process used to develop this plan represents a significant shift in the way health system strategic planning has historically been done in the health regions and in the province. This new approach to strategic planning, often referred to as *hoshin kanri*, is characterized by engagement of staff at all levels of the participating organizations and departments through a process referred to as "catchball". The catchball process enables a top-down and a bottom-up approach to determine the strategic priorities and how the desired results will be achieved.

As part of this process, the healthcare system leaders developed enduring strategies based on the Institute for Healthcare Improvement's Triple Aim. These strategies focus on making improvements to the health of the population, individual care and financial stability in the context of value. The fourth aim is intended to strengthen the healthcare workforce to enable the changes required to improve the other three aims.

During this process, healthcare system leaders identified five areas in which they would like to see a breakthrough improvement. These are:

- ▶ Transform the surgical patient experience;
- ▶ Strengthen patient-centred primary health care;
- ▶ Deploy a Provincial Continuous Improvement System;
- ▶ Focus on patient and staff safety; and
- ▶ Identify and provide services collectively through a shared services organization

The successful implementation of these initiatives in turn are expected to affect the five-year outcomes that were also identified during the process.

Our Vision

Healthy People – Healthy Communities

Our Mission

Five Hills Health Region employees work together with you to achieve your best possible care, experience and health.

Our Values

Respect

- Valuing and honouring each other's' perspectives, diverse beliefs and choices
- Being compassionate and treating each other with dignity
- Honouring fairness and confidentiality
- Recognizing and celebrating contributions of others

Engagement

- Collaborating with clients, providers and stakeholders to achieve the best possible health outcomes
- Actively engaging clients, providers and community stakeholders in the health planning, delivery and evaluation of health services

Excellence

- Learning and improving as individuals and as a system in the relentless pursuit of service excellence, quality and safety
- Achieving a high performing health care system through continuous innovation
- Focusing on care outcomes informed by evidence and sound judgement
- Leading with vision and the courage to do what's right

Transparency

- Building trust through open honest communication
- Providing useful evidence-based information about health care services
- Disclosing the information about the planning and performance of our health region

Accountability

- Demonstrating integrity, ethical behaviour and responsibility for our actions
- Monitoring, evaluating and reporting the performance of our health region
- Thinking and acting as an integrated system in the provision of services responsive to citizen and community needs
- Being good stewards of the resources entrusted to the health region

Five Hills Health Region's strategic plan, in aligning with the Ministry of Health's System Plan, outlines a vision for improving access to a health system that provides **Better Health, Better Care, Better Value** and **Better Teams** for our residents.

VISION Healthy People, Healthy Communities

MISSION

The Saskatchewan health care system works together with you to achieve your best possible care, experience and health.

Better Care

VALUES

Respect
Engagement
Excellence
Transparency
Accountability

Better Health

Better Teams

Better Value

Culture of Safety | Patient & Family Centred Care
Continuous Improvement | Think & Act as One System

Better Health

Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Better Care

In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve healthcare safety.

Better Value

Achieve best value for money, improve transparency and accountability and strategically invest in facilities, equipment and information infrastructure.

Better Teams

Build safe, supportive and quality workplaces that support patient and family-centred care and collaborative practices and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.



Rapid Process Improvement Workshops

In addition to the strategies mentioned in this document, which focus on making improvements to the health of the population and individual care, we in Five Hills Health Region are very focused on the planning and development of our new regional hospital.

Not only will our staff and physicians be working in a new building, they will also be delivering care in an unprecedented manner where multiple services will be brought directly to the patient, rather than the patient seeking multiple services throughout the hospital. These changes are not easy ones and involve changes in mindset and process for our staff, physicians and patients. Part of the way we are trying to implement new, more efficient, patient-friendly ways of delivering care is through **Rapid Process Improvement Workshops** or "**RPIW**".

An RPIW is an improvement workshop that is meant to pull together multiple employees from the Region, and clients who have experience in the health system, to analyze and improve a complex, common process. The operational goal of an RPIW is to create a more reliable, efficient, patient-driven process. When successful, an RPIW leads to higher quality care with less time, energy and resources required to make the process smooth. The patient is always the focal point in the analysis and redesign.

RPIWs are also educational events. Participants are instructed on how to understand a complex process in new ways, in order to draw upon the upstream and downstream components, to strengthen their own performance and to see the department in which they work in new ways. This positions participants to lead further change efforts.

Five Hills Health Region has taken on numerous RPIW projects that are expected to continue well into 2014. Some of the RPIWs planned for 2013-14 are:

Eliminate defects in the rounding process on the Medicine Unit

Reduce defects in patient admission process

Reduce lead time for discharge from Medicine Unit

Reduce lead time in medication distribution on Surgery Unit

Reduce variation in Emergency Room

Centralized intake for Mental Health & Addictions Services

Reducing lead time at Klinik on Main

Reduce defects on discharge process – Surgery Unit

Reduce lead time for supply ordering for OR staff

Reduce lead time for new client referrals

Reduce lead time for patient preparation for OR

Improve integration with core primary health care team

Reduce lead time in case cart process

Reducing patient waits for interventions

Information flow – Health Records

Group visits and stepped care

Better Health

Provincial Hoshin: By March 2014, improve access and connectivity in primary health care innovation sites and use early learnings to build foundational components for spread across the province.

Provincial 5 Year Outcomes	Provincial 5 Year Improvement Targets	FHHR Projects 2013-14	FHHR Targets	Q1	Q2	Q3	Q4	Lead
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Primary Health Care

By 2017, people living with chronic conditions will experience better health as indicated by a 30% decrease in hospital utilization related to 6 common chronic conditions (Diabetes, CAD, COPD, Depression, Congestive Heart Failure, Asthma)	By 2017, there will be a 50% improvement in the number of people who say "I can access my PHC team for care on my day of choice either in person, on the phone, or via other technology."	Same Day Access – Craik and Central Butte	By March 2014 there is a 50% improvement in access for care on the patients' day of choice.					DF
		Integrated Primary Health Care Team – Kliniek on Main	By March 2014, Kliniek on Main as the learning site will have fully integrated the 8 change concepts. By March 2014, Patient Quality Analysis will inform the integration of appropriate team members to care for population served.					DF
		Quick Care Centre "Greenfield"	By March 2014 have an alternate site established that provides extended hours of care.					DF

At Risk Population

By 2017, at risk populations (all age groups) will achieve better health through access to evidence-based interventions, services and/or supports.	By March 2017, reduce by 50% individual readmissions within 30 days (mental health inpatient and acute care units). By March 2017, reduce by 50% the number of patient days of seniors occupying acute care beds awaiting community service supports.	Home First	Reduce average length of stay (ALOS) by 50%.					DF TH
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Better Care

Provincial Hoshin: Transform the patient experience through sooner, safer, smarter surgical care.								
Provincial 5 Year Outcomes	Provincial 5 Year Improvement Targets	FHHR Projects 2013-14	FHHR Targets	Q1	Q2	Q3	Q4	Lead

Surgery

By March 2017, all people have access to appropriate, safe and timely surgical and specialty care (cancer, specialist and diagnostics) as defined by the improvement targets.	By March 31, 2014, all patients have the option to receive necessary surgery within 3 months.	Surgery within Three Months	By March 2014 all patients have the option to receive necessary surgery within three months.					LA
	By March 31, 2017, there will be a 50% decrease in wait time for appropriate referral from primary care provider to specialist of diagnostics.	Access to Specialists and Diagnostics	By March 2014 implement pooled referrals for general surgery. By March 2014 decrease wait time for specialists and targeted diagnostics by 50%.					LA FR

Safety Culture

By 2017 establish a culture of safety with a shared ownership for the elimination of defects (uncorrected errors).	By March 2017, there will be zero patients who experience a medication defect.	Medication Defects	By March 2014 achieve a 50% reduction in medication errors at Moose Jaw Union Hospital.					LA
	By March 2014, there will be a 25% reduction in the number of accepted WCB time loss injury and medical aid claims, as well as a 50% reduction in the number of shoulder and back injuries. By March 2017, there will be zero workplace injuries.	Safety Self Assessment	March 31, 2014 FHHR will achieve a 50% increase in SMS self-assessment score over established 2012/13 baseline (44.5%) using tool provided by SASWH. [i.e. score 66.75%] By March 2014 review 30% of organization to inform improvements to self assessments.					SC

Better Teams

Provincial 5 Year Outcomes	Provincial 5 Year Improvement Targets	FHHR Projects 2013-14	FHHR Targets	Q1	Q2	Q3	Q4	Lead
Engagement								
By March 2017, increase staff and physician engagement provincial average scores to 80%	By March 2017, more than 1000 focused lean training and kaizen events involving staff, physicians and patients will be undertaken in multiple areas of the health system	Lean Engagement for Physicians	By March 2014 80% of physicians will have gone through Kaizen Basics training and/or participate in LEAN initiatives. By March 2014 X (#) of physicians will be slated for participation in Lean Leader Certification. By March 2014 50% increase over baseline in number of physicians rating their understanding/engagement of Lean in FHHR as "high".					SC FR CC
	By March 2017, 100% of staff and physicians are continuously improving care and service through visual daily management.	Employee Engagement Plans and Daily Visual Management System	By October 2013 100% of managers within FHHR will be trained in and will have implemented a daily management system. By March 2014 FHHR will achieve 50% improvement in the four areas of focus through implementation of regional action plans. By March 31, 2014 FHHR will achieve improvement on overall engagement score (67% to 75%) The participation rate for the next engagement survey will be no less than 50% of employees.					SC

Better Value

Provincial 5 Year Outcomes	Provincial 5 Year Improvement Targets	FHHR Projects 2013-14	FHHR Targets	Q1	Q2	Q3	Q4	Lead
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New Hospital

N/A	N/A	Transition Planning	Bed numbers and staffing levels will be aligned with the levels required in the new facility. Reduce length of stay and average daily census. Through attrition and vacancy management and without loss of employment, reduce staffing levels in a phased approach while redeploying staff to new or under-resourced positions.					BL
		Inventory Management at MJUH	All inventory storage areas of the Moose Jaw Union Hospital will be downsized using the 5S and Kanban systems.					WB

Abbreviations

BL – Bert Linklater, Senior Executive Director, Operations
 DF – Dan Fraser, Acting Executive Director, Mental Health and Addictions Services
 DF – Dianne Ferguson, Executive Director, Primary Health Care
 FR – Dr. Fauzi Ramadan, Senior Medical Officer
 JA – Jim Allen, Acting Executive Director, Environmental Services
 JL – John Liguori, Executive Director, New Hospital Project
 LA – Laurie Albinet, Executive Director, Clinical Services
 MV – Mark Vooght, Medical Health Officer
 SC – Stuart Cunningham, Executive Director, Human Resources
 TH – Terry Hutchinson, Executive Director, Mental Health and Addictions Services
 WB – Wayne Blazieko, Executive Director, Finance/Chief Financial Officer